STATE OF CALIFORNIA
Finance Letter - Cover Sheet
DF-46 (REV 02/15)

Fiscal Year 2016-2017	Business Unit 7100	Department Employment Development Department	Priority No.

Budget Request Name **7100-300-BCP-BR-2016-A1**	Program **5920/5925**	Subprogram	

Budget Request Description
Benefit Overpayment Collection Automation (BOCA) Resources

Budget Request Summary

This Finance Letter (FL) requests a one-time budget augmentation of $1,610,769 in State Fiscal Year (SFY) 2016-17 and a one-time augmentation of $6,067,818 in SFY 2017-18. This FL also requests a continuing appropriation of $1,055,000 beginning in SFY 2018-19 for the ongoing support of the new Benefit Overpayment Collection System (BOCS) application. These requests will be used to fund contracts, hardware, software, ongoing support, and 12.3 new Personnel Equivalents to replace the existing application used to collect Unemployment Insurance and Disability Insurance overpayments with an integrated and automated system. The proposed solution will significantly reduce the risk of failure of the existing system by integrating the BOCS application into the Accounting and Compliance Enterprise System, which will also allow for a new revenue collection tool in the form of bank levies which is estimated to bring in almost $23 million in additional funds annually once fully implemented.

Requires Legislation ☐ Yes ☒ No	Code Section(s) to be Added/Amended/Repealed	
Does this FL contain information technology (IT) components? ☒ Yes ☐ No *If yes, departmental Chief Information Officer must sign.*	Department CIO *Gail Overhouse*	Date 3-29-16

For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance.

☒ FSR   ☐ SPR   Project No. 7100-204   Date:

If proposal affects another department, does other department concur with proposal?   ☐ Yes   ☐ No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By *[signature]*	Date 3-28-16	Reviewed By *[signature]*	Date 3/28/16
Department Director *[signature]*	Date 3/28/16	Agency Secretary *[signature]*	Date 3-30-16

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☐ ITCU ☐ FSCU ☐ OSAE ☐ CALSTARS ☐ Dept. of Technology

BCP Type: ☐ Policy   ☐ Workload Budget per Government Code 13308.05

PPBA *[signature]*	Date submitted to the Legislature 4/1/16

A. **Budget Request Summary**

This Finance Letter (FL) requests a one-time budget augmentation of $1,610,769 in State Fiscal Year (SFY) 2016-17 and a one-time augmentation of $6,067,818 in SFY 2017-18. This FL also requests a continuing appropriation of $1,055,000 beginning in SFY 2018-19 for the ongoing support of the new Benefit Overpayment Collection System (BOCS) application. These requests will be used to fund contracts, hardware, software, ongoing support, and 12.3 new Personnel Equivalents (PEs) to replace the existing application used to collect Unemployment Insurance (UI) and Disability Insurance (DI) overpayments with an integrated and automated system. The proposed solution will significantly reduce the risk of failure of the existing system by integrating the BOCS application into the Accounting and Compliance Enterprise System (ACES), which will also allow for a new revenue collection tool in the form of bank levies which is estimated to bring in almost $23 million in additional funds annually once fully implemented.

B. **Background/History**

Section 1379 and 2739 of the California Unemployment Insurance Code authorizes the Employment Development Department (EDD) to recover UI and DI fraud and non-fraud benefit overpayments paid to claimants.

In addition to involuntary collection action to recover benefit overpayments, the EDD may request an offset of federal and state income tax refunds, lottery winnings, or any other money owed to a claimant by the state.

Resource History- Existing System Support of Benefit Overpayment Application:
(Dollars in thousands)

Program Budget	SFY 09/10	SFY 10/11	SFY 11/12	SFY 12/13	SFY 13/14	SFY 14/15[1]
Actual Expenditures	$209	$210	$212	$219	$222	$231
Revenues	$ 138,355	$158,963	$183,040	$176,037	$176,644	$363,387
Authorized Positions	2	2	2	2	2	2
Filled Positions	2	2	2	2	2	2
Vacancies	0	0	0	0	0	0

ACES

The ACES is a Custom Off-The-Shelf (COTS) software program that was implemented in January 2011 for the State's employment tax program. The ACES was a major Information Technology (IT) project that replaced the Tax Accounting System for 1.4 million employers and was implemented in 16 months, on time and budget. As of December 2015, the ACES has generated over $880 million in additional employment tax revenue of which $43.5 million has been paid to the vendor, FAST Enterprises, for their COTS automated solution.

C. **State Level Considerations**

This request is consistent with and contributes to the following goals of the EDD's Strategic Plan:

- **Fiscal Stewardship:** Responsibly managing our public resources and aligning investments with strategic goals. Furthermore, it speaks to pursuing projects with a positive return on investment. Currently, existing technology prohibits the issuance of bank levies as a means for recovering UI and DI benefit overpayments, resulting in the potential loss of revenue and the opportunity to replenish the UI and DI funds, along with additional Benefit Audit Fund (BAF) and Contingent Fund (CF) collections.

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[1] Includes Treasury Offset Program (TOP) revenue

- **Sustainable Operations:** Aligning system operations, administration, resources, and business processes with strategic priorities and budgetary parameters. Currently, the Tax Branch is operating under two collection systems; the ACES and the BOCS application. The ACES is supported, scalable, and continuously receives version and service-pack updates. The BOCS application is written in Visual Basic 6.0 (VB6) programming language with an Access database (Access is not an EDD database standard), is no longer supported by or receiving software updates from Microsoft, and is reliant upon the expertise of two programmers for support and maintenance.

- **Enabling Innovation:** Investing in our future by supporting appropriate business and technology solutions. Furthermore, it speaks to seeking established business solutions that take less time to deploy. Currently, the UI, Integrity and Accounting Division (UI-IAD) manually processes and posts all paper remittance transactions to a claimant's benefit overpayment collection account.

- **Responsible Service:** Negotiating clear commitments with stakeholders and focusing on priorities. Furthermore, it speaks to providing more efficient self-services to our customers. Currently, existing technology does not provide a method for customers to self-serve online, and as a result, requires customers to place a call to the Department to provide or obtain routine information, rather than having the opportunity to self-serve.

D. Justification

Risk of Failure

The EDD utilizes the BOCS application that was built in 2000 to collect Unemployment Insurance and Disability Insurance overpayments. BOCS consists of three separate VB6 applications residing on a single windows server, utilizing 49 Microsoft Access databases. The Visual Basic and Access databases used by the current system are no longer supported by Microsoft and are at great risk of failure.

The application interfaces with other EDD systems to collect overpayments. At the end of SFY 2014-15, the EDD's benefit overpayment accounts receivable totaled approximately $1.3 billion which was comprised of over 590,000 outstanding overpayments. If the current application were to fail, the ability to collect overpayment debt would be adversely affected, whereby the EDD benefit overpayment collections would revert to manual processes and result in a substantial loss of revenue. Therefore, due to the risk of failure associated with the current application and the continued need to collect benefit overpayments in the most cost effective manner, the EDD is proposing the existing application be retired and the functionality configured into the existing ACES.

Major Project Objectives

- Revenue Generation:

  The EDD has the legal authority to issue bank levies as a means of recovering UI and DI benefit overpayments. The current BOCS application does not have the necessary capabilities to collect money through a levy process. Failure to take advantage of the levy collection tool, as a means of generating additional revenue, results in missed opportunities to deposit monies into both the UI and DI funds, BAF and CF. The EDD estimates that once fully implemented, this solution will bring in an additional $23 million annually tied to this new collection tool. The estimated revenue figures were derived by using the SFY 2014-15 results from an existing Tax program that also involves bank levies- Financial Institution Records Match (FIRM). A percentage of what the Collection Division (CD) collected from FIRM was computed through a collection rate that used the FIRM recoveries by its associated Accounts Receivable (AR) from levies sent. The collection rate was then applied to the ending BOCS Fraud Overpayments AR from UI and DI fraud accounts that were greater than $5,000 as of June 30, 2015.

The following table indicates the estimated additional revenue breakout by fund:

Fund	Allocation by Fund
UI	$16,114,000
BAF	$3,606,000
DI	$1,935,000
CF	$1,156,000
Total	$22,811,000

- **Better Service to Customers:**

  Currently, customers cannot self-serve through the Internet. Customers must contact the BOCS staff during office hours to obtain or provide routine information related to their account, thereby preventing staff from working on high priority accounts and denying customers the ability to self-serve. The proposed system will provide self-service capabilities that will include general information and frequently asked questions. Authenticated customers will be provided access to view and update account information, establish payment arrangements, view history, and make payments. With the new self-service options, EDD estimates a savings of approximately 6.8 PEs; however, these staff will be redirected to address additional workload associated with the new bank levy process.

- **Automation of existing work processes:**

  The UI–IAD manually posts all payment remittance transactions from scanned hard copy images to a claimant's benefit overpayment collection account. Payments are made with a credit card or via paper form (e.g. personal check, Cashier's Check, or Money Order) and are remitted with or without a payment coupon. Prior to posting a payment remittance to the Single Client Data Base (SCDB), a vast number of paper remittances require manual research and analysis to ensure the payment will be posted to the correct benefit overpayment collection account. Paper remittances received with a payment coupon do not require analysis prior to being posted to the SCDB. In SFY 2014-15, the monthly average of processed paper remittances was 31,140, of which 16,274 were received with a payment coupon. Manually keying paper remittances introduces errors through data entry resulting in potential inaccurate postings, which may trigger erroneous collection actions. With this new integrated system the Department estimates that the number of manual remittances would be cut in half within a year, resulting in a savings of approximately 1.1 PEs; however, these staff will be redirected to address additional workload associated with the new bank levy process.

<u>One-Time IT Resources</u>

In order to incorporate the BOCS functionality into the existing ACES application, the EDD will contract with FAST Enterprises as the primary vendor. FAST's key responsibility as the system integrator will be to transfer the BOCS functionality into the ACES application. Using the existing application and vendor will reduce the risk, effort, and cost in developing a benefit overpayment application. FAST is the chosen contractor because they are the only vendor with rights to maintain and support its proprietary COTS application, GenTax, which is used by ACES. Since GenTax is a proprietary product developed by FAST, only FAST has the core-code access and knowledge of their product to ensure the system is maintained and updated in a manner that is optimal. No other vendor or state staff has the access or capability of creating or distributing modifications to their core-code.

The project will also require 12.3 new PEs of State IT staff (4.8 in 2016-17 and 7.5 in 2017-18) to complete project-related activities in addition to the activities performed by the vendor. Program staff will also be leveraged throughout the project lifecycle, acting as subject matter experts who will specify business requirements, rules, and workflows. Program staff will be required for testing, training, and

organizational change support activities, as well. However, the program positions will be redirected from other duties throughout the duration of the project. State IT staff will be performing the following functions in addition to the vendor:

- Project management including scheduling, identifying and managing project risk

- Requirements elicitation and refinement

- Primary vendor procurement and scanning vendor procurement

- System design sessions with the primary vendor

- Legacy system data migration and modification activities

- Document and Information Management Center (DIMC) related activities for adding the scanning and remittance transaction postings

- Developing and modifying interfaces with existing EDD systems

- Developing test scripts, test plans for system, interface, user, penetration, end to end and stress testing (these are done by non-prime vendor staff to ensure the solution truly meets the Department's needs)

See Attachment I for additional workload detail.

E. Outcomes and Accountability

The proposed solution will provide a modern, integrated and automated system that includes an improved payment remittance process and will use overpayment liability collection, storage, and account management to increase the effectiveness of the EDD's operations and staff.

Below are the EDD's projected outcomes if we move forward with the implementation of BOCA:

- Increase system support by integrating the BOCS into the ACES after implementation.

- Collect approximately $23 million through the levy process, within one year after implementation.

- Improve access to the EDD by offering self-service options to benefit overpayment customers with a 10 percent adoption rate, within one year after implementation.

- Reduce the number of manually posted paper remittances by 50 percent, within one year after implementation.

- Process incoming correspondence automatically following implementation.

- Provide customers with additional payment options to facilitate compliance by allowing customers to make electronic payments for billed liabilities, within 18 months after implementation.

- Leverage the ACES functionality to automate work processes requiring manual intervention by integrating the BOCS into the ACES system, within 18 months after implementation.

F. Analysis of All Feasible Alternatives

Proposed Solution

Description

The EDD proposes to replace the existing Benefit Overpayment Collection Section's application and incorporate the functionality into the existing ACES through a consulting services contract with FAST Enterprises. The proposed solution will provide a modern, fully integrated, and automated system that includes an improved payment remittance process and will use benefit overpayment liability collection,

storage, and account management to increase the effectiveness of the EDD's collection operations and staff.

The vendor will be responsible for the overall project integration and assist in project change management activities. The EDD staff will work with the vendor to provide legacy system data migration and modifications needed for ancillary systems to accommodate the new system and functionality.

Costs

Total one-time project costs for the proposed solution are $11,080,936 over two SFYs. First year continuing costs are projected to be $2,608,757. Post first year, the annual continuing cost is estimated at $1,345,699.

Benefits

Using the existing application and vendor will reduce the risk, effort, and cost in developing a benefit overpayment application.

Advantages to this approach

- Collection of $23 million annually through the issuance of automated bank levies.
- Fastest implementation.
- Proposed solution is currently in successful operation in Michigan.
- Automated posting of 50 percent of paper remittance transactions. One hundred percent of paper remittance transactions are currently manually processed.
- A modern, scalable, and open architecture that would foster greater system efficiency.
- Increases the internal capacity of the Tax Branch staff through cross-training utilizing the same application. Training the Benefit Overpayment Collection Section staff on the same system, allows for flexibility to shift resources based on operational needs and peak workloads.
- Efficient use of the EDD IT resources. The ACES has an existing IT support structure.
- Customer online access to account information.
- New payment options for customers.
- Ability to modify the new system based on business rules.

Disadvantages to this approach

- Additional workloads are expected with the implementation of a new system and the automation of new and existing work processes

Alternative 1 (EDD Build)

Description

Rewrite the current application as is, with existing limited functionality, utilizing current technology and standards. This alternative would provide the BOCS an application that is supportable by the Information Technology Branch (ITB) staff. This alternative would allow the BOCS to replace the existing collection system and adhere to current ITB standards. The build option would require 36.3 staff over 24 months and additional hardware and software.

Costs

The one time ITB costs to complete this alternative over two SFYs is $9,777,055 with an annual continuing ITB cost of $514,235 to support the alternate system.

Benefits

Replacing the current system with an EDD built solution removes the risk of operating a system that is not standardized or supportable.

Advantages to this approach

- Would be controlled internally, with ITB staff having system and program knowledge.
- Least expensive.

Disadvantages to this approach

- A longer development cycle prolongs the risk of system failure for benefit overpayment collections.
- Does not increase collections.
- Does not automate or add system functionality mainly replicates existing system in .NET.
- Lack of collection tools.
- Staff from the BOCS will use a different technical solution for collection than other CD staff, so cross training will be prohibitive.
- ITB programming resources would be engaged on this project, thereby limiting the EDD's ability to respond to other critical program changes and ITB resource limitations for ongoing support.
- Continuing reprioritization of the ITB resources for other departmental efforts.
- More difficult to address unexpected mandates, increased costs may be incurred to address legislative mandates.
- Would require a procurement to obtain additional IT resources to augment EDD ITB staff.

Alternative 2 (Separate BOCS System)

Rewrite the current BOCS application utilizing current technology and standards with functionality that is similar to the proposed solution. This alternative would require building a separate overpayment collection system, similar to ACES, in order to add the BOCS applications and functionality into the new overpayment collection system. This would allow the BOCS to replace the current overpayment collection system and adhere to current ITB standards. This build option would require 78.3 staff over 48 months and additional vendor support for programming and testing.

Costs

The one time ITB costs to complete this alternative over four SFYs is $42,960,103, with an annual continuing ITB cost of $1,155,220 to support the alternate system.

Benefits

Replacing the current system with an EDD built solution removes the risk of operating a system that is not standardized or supportable.

Advantages to this approach

- Would be controlled internally, with ITB staff having system and program knowledge.
- This alternative will increase collections by $23 million annually.

Disadvantages to this approach

- Most expensive.
- A longer development cycle prolongs the risk of system failure for benefit overpayment collections.
- Longest development schedule.

- Significant testing would be required as the proposed solution is a COTS solution that is in operation and this alternative is in an in-house custom built application.
- Proposal may not have the same features as the proposed solution.
- Staff from the BOCS will use a different technical solution than other CD staff, so cross training will be prohibitive.
- ITB programming resources would be engaged on this project, thereby limiting the EDD's ability to respond to other critical program changes and ITB resource limitations for ongoing support.
- Would require a procurement to obtain additional ITB resources to augment EDD ITB staff.

G. Implementation Plan

The proposed solution would move the benefit overpayment collections to the ACES application. The services would include:

- Payments, payment plans, and associated letters,
- Cycle Statement of Accounts,
- Summary Judgment Certificate issuance and maintenance,
- Writs of Execution (filed with the courts and allowing garnishments),
- Earnings Withholding Order issuance and maintenance (garnishment),
- Bankruptcy,
- Abstract of Judgment (liens),
- Access to New Employer Registry data (in data warehouse),
- Generation of other letters currently produced by BOCA such as the Memorandum of Costs after Judgment,
- E-Services,
- Data Warehouse

Once transferred to ACES, the benefit overpayment debt would be managed completely within the ACES system. Payments on benefit overpayment accounts receivable debt would be processed into ACES and current balances would be available within the ACES application. The ACES team would develop interfaces to existing systems, to report money received back to the system of record, and to ensure that overpayment balances are in sync. This would include updated penalty and interest charges. The cashiering and imaging processes at the DIMC, for benefit overpayments would mirror the current processes for employment tax accounts.

The schedule of the Benefit Overpayment Collection Automation project milestones and target completion dates are below:

Major Milestones	Est. Completion Date
Project Initiation	July 2016
Requirements Phase	October 2016
Vendor on Board	January 2017
Design Phase	April 2017
Development Phase	December 2017
Testing Phase	April 2018
Implementation	June 2018
System Acceptance	June 2018
Project Closeout	February 2019
PIER	February 2019

Assumptions:
(1) Current business requirements are sufficient for NCB procurement and SOW development
(2) Data conversion included in the estimate for Design, Development and Implementation (DDI)
(3) All interfaces existing and new are included in the 12 month DDI time frame
(4) Business program training will occur prior to implementation. Training includes modification of ACES Bureau materials.
(5) System Acceptance will commence when rollout is completed and the system runs defect-free for 60-calendar days.
(6) The EDD currently has the ACES application and existing infrastructure. Roll out includes 80 staff, one rollout for all functionality of system (BOCA).
(7) Key Vendor personnel are knowledgeable in the EDD systems and architecture

H.   Supplemental Information

There are supplemental costs for this FL totaling $6.33 million for equipment, vendor contracts, hardware, and software.

I.   Recommendation

The EDD recommends approval of the Proposed Solution to provide funding for the new system in SFYs 2016-17, 2017-18, and ongoing. The proposed solution leverages existing revenue-generating technology solutions while taking advantage of existing ACES mainframe functionality. The use of existing EDD technology will reduce the risk of application failure and optimize automated collection tools for the State's recovery of UI and DI benefit overpayments.

BCP Fiscal Detail Sheet

BCP Title: Benefit Overpayment Collection Automation

DP Name: 7100-300-BCP-DP-2016-A1

Budget Request Summary

	CY	BY	BY+1	BY+2	BY+3	BY+4
			FY16			
Positions - Permanent	0.0	4.0	7.0	0.0	0.0	0.0
Positions - Temporary	0.0	0.8	0.5	0.0	0.0	0.0
Total Positions	**0.0**	**4.8**	**7.5**	**0.0**	**0.0**	**0.0**
Salaries and Wages						
Earnings - Permanent	0	376	629	0	0	0
Earnings - Temporary Help	0	89	88	0	0	0
Total Salaries and Wages	**$0**	**$465**	**$717**	**$0**	**$0**	**$0**
Total Staff Benefits	0	269	402	0	0	0
Total Personal Services	**$0**	**$734**	**$1,119**	**$0**	**$0**	**$0**
Operating Expenses and Equipment						
5340 - Consulting and Professional Services - External	0	677	4,277	1,020	1,020	1,020
5346 - Information Technology	0	200	672	35	35	35
Total Operating Expenses and Equipment	**$0**	**$877**	**$4,949**	**$1,055**	**$1,055**	**$1,055**
Total Budget Request	**$0**	**$1,611**	**$6,068**	**$1,055**	**$1,055**	**$1,055**

Fund Summary

Fund Source - State Operations

	CY	BY	BY+1	BY+2	BY+3	BY+4
0184 - Employment Development Department Benefit Audit Fund	0	1,467	5,526	961	961	961
0588 - Unemployment Compensation Disability Fund	0	144	542	94	94	94
Total State Operations Expenditures	**$0**	**$1,611**	**$6,068**	**$1,055**	**$1,055**	**$1,055**
Total All Funds	**$0**	**$1,611**	**$6,068**	**$1,055**	**$1,055**	**$1,055**

Program Summary

Program Funding

	CY	BY	BY+1	BY+2	BY+3	BY+4
5920 - Unemployment Insurance Program	0	1,467	5,526	961	961	961
5925 - Disability Insurance Program	0	144	542	94	94	94
Total All Programs	**$0**	**$1,611**	**$6,068**	**$1,055**	**$1,055**	**$1,055**

Personal Services Details

Positions		Salary Information			CY	BY	BY+1	BY+2	BY+3	BY+4
		Min	Mid	Max						
1312 -	Staff Info Sys Analyst (Spec) (Eff. 07-01-2017)				0.0	0.0	1.0	0.0	0.0	0.0
1337 -	Sr Info Sys Analyst (Spec) (Eff. 07-01-2016)				0.0	1.0	3.0	0.0	0.0	0.0
1373 -	Sys Software Spec II (Tech) (Eff. 07-01-2016)				0.0	1.0	1.0	0.0	0.0	0.0
1393 -	Dp Mgr III (Eff. 07-01-2016)				0.0	1.0	1.0	0.0	0.0	0.0
1583 -	Sr Programmer Analyst (Spec) (Eff. 07-01-2016)				0.0	1.0	1.0	0.0	0.0	0.0
TH00 -	Temporary Help (Eff. 07-01-2016)				0.0	0.8	0.0	0.0	0.0	TH00
TH00 -	Temporary Help (Eff. 07-01-2017)				0.0	0.0	0.5	0.0	0.0	TH00
Total Positions					**0.0**	**4.8**	**7.5**	**0.0**	**0.0**	**0.0**

Salaries and Wages		CY	BY	BY+1	BY+2	BY+3	BY+4
1312 -	Staff Info Sys Analyst (Spec) (Eff. 07-01-2017)	0	0	81	0	0	0
1337 -	Sr Info Sys Analyst (Spec) (Eff. 07-01-2016)	0	90	300	0	0	0
1373 -	Sys Software Spec II (Tech) (Eff. 07-01-2016)	0	89	88	0	0	0
1393 -	Dp Mgr III (Eff. 07-01-2016)	0	108	107	0	0	0
1583 -	Sr Programmer Analyst (Spec) (Eff. 07-01-2016)	0	89	88	0	0	0
TH00 -	Temporary Help (Eff. 07-01-2016)	0	89	0	0	0	0
TH00 -	Temporary Help (Eff. 07-01-2017)	0	0	53	0	0	0
Total Salaries and Wages		**$0**	**$465**	**$717**	**$0**	**$0**	**$0**

Staff Benefits							
5150150 -	Dental Insurance	0	4	6	0	0	0
5150200 -	Disability Leave - Industrial	0	2	4	0	0	0
5150210 -	Disability Leave - Nonindustrial	0	2	2	0	0	0
5150350 -	Health Insurance	0	92	134	0	0	0
5150450 -	Medicare Taxation	0	6	9	0	0	0
5150500 -	OASDI	0	25	38	0	0	0

Account							
5150600	-	Retirement - General	0	122	186	0	0	0
5150700	-	Unemployment Insurance	0	1	1	0	0	0
5150750	-	Vision Care	0	1	1	0	0	0
5150800	-	Workers' Compensation	0	14	21	0	0	0
Total Staff Benefits			**$0**	**$269**	**$402**	**$0**	**$0**	**$0**
Total Personal Services			**$0**	**$734**	**$1,119**	**$0**	**$0**	**$0**

Data Processing Manager III Tasks	Hours per Task SFY 16-17	Hours per Task SFY 17-18
Develop, review, update and finalize Roles and Accountability Matrix	115	0
Develop, review, update and finalize staffing plan	80	0
Develop, review and update project management plan	120	110
Develop, review, update and finalize Scope Management Plan	55	0
Develop, review and update Issue Management Plan	80	80
Develop, review and update Assumption Management Plan	115	110
Develop, review, update and finalize Communication Management Plan	55	0
Develop, review, update and finalize Quality Management Plan	80	0
Develop, review and update Work Breakdown Structure Plan	230	215
Project Budget	30	30
Requests to establish the project environment	25	0
Initiation/Planning Phase Gate Review Conduct Initiation/Planning Phase Gate Review Meeting Perform resolution of any outstanding issues Acceptance and Notice to Proceed to Next Phase	115	0
Monitor vendor performance	350	670
Review and approve vendor deliverables	90	170
Coordinates tasks of development and support groups	178	333
Data Processing Manager III Total	1,718	1,718

Senior Information Systems Analyst Tasks	Hours per Task SFY 16-17	Hours per Task SFY 17-18
Risk / Scheduler		
Develop Risk Management Plan	280	0
Review Risk Management	125	225
Update Risk Management Plan	40	225
Obtain deliverable approval of Risk Management Plan	40	0
Develop Project Schedule	190	0
Review Project Schedule	65	100
Update Project Schedule	25	150
Obtain deliverable approval of Project Schedule	35	100
Statement of Work		
Develop Statement of Work	190	65
Meet with project team	100	35
Meet with Business Operations Planning and Support Division	45	15
Update Document	65	25
Requirements Analyst		
Contract Requirements	125	0
Files to/from BOCA	40	0
Connectivity through OTECH to/from BOCA	40	0

Modifications to Automated Benefit Accounting System (ABAS)/Single Client Database (SCDB)	100	100
Modifications to Disability Insurance Automation (DIA) application	45	40
Letters/Forms	80	100
Reports	85	90
Training Requirements	80	40
Develop Requirements Documents	150	150
Review Requirements Documents	50	90
Update and Finalize Requirements Documents	0	20
Obtain approval of Requirements Documents	55	50
DIMC Project management and miscellaneous analyst duties	0	40
Enterprise Testing Office / ACES		
Test Preparation Environment set-up and coordination Create test data Build test schedule Identify and analyze data requirements	170	295
Test Plan Review test plans Analyze unit test package Review test conditions and scenarios	166	345
Test Execution/Validation Coordinate testing and validation activities with developers and customers Execute system testing and validation Test generating and printing notices and processing payments from the notice Test Interface generating/transmitting file to BOCA Test Interface receiving/processing files from BOCA Test modifications to ABAS/SCDB for BOCA Execution of online and batch tests Validate and document test results Analyze and resolve testing issues Identify, escalate/resolve issues	0	315
User Acceptance Coordinate User Acceptance Test	0	35
Documentation Develop and maintain test documentations Attend meetings	0	315
Reporting Provide timely testing status to management, project team and customers	0	125
Senior Information Systems Analyst Total	**2,386**	**3,090**

Staff Information Systems Analyst Tasks	Hours per Task SFY 16-17	Hours per Task SFY 17-18
Test Execution/Validation Coordinate testing and validation activities with developers and customers Execute system testing and validation Test generating and printing notices and processing payments from the notice Test Interface generating/transmitting file to BOCA Test Interface receiving/processing files from BOCA Test modifications to ABAS/SCDB for BOCA Execution of online and batch tests Validate and document test results Analyze and resolve testing issues Identify, escalate/resolve issues	0	1,000
User Acceptance Coordinate User Acceptance Test	0	118
Documentation Develop/maintain test documentations, Attend meetings	168	560
Reporting Provide timely testing status to management, project team and customers	0	40
Staff Information Systems Analyst Total	**168**	**1,718**

System Software Specialist III Tasks	Hours per Task SFY 16-17	Hours per Task SFY 17-18
Project Architectural Design		
Architectural, Security, Backup and Storage Assessment, Design and Implementation	100	400
Procurement		
Procure additional storage to meet requirements	0	100
System Software Specialist III Total	**100**	**500**

System Software Specialist II Tasks	Hours per Task SFY 16-17	Hours per Task SFY 17-18
Design Infrastructure		
Document current architecture Propose new architecture Structure environments for design	400	100
Setup Infrastructure		
Build out physical and virtual servers based on architecture Physically install all necessary hardware to environment. Perform functionality testing and ensure performance testing is consistent with department standards. Work with members of Infrastructure Services Division (ISD) to ensure setup and configuration of the physical system is sufficient for business needs.	600	300

Deploy to Production		
Promote application through lower environments from development to production. Ensure application functions according to design of system.	0	560
DIMC Infrastructure Builds		
Install servers, storage & core applications and custom applications and testing	100	300
Database Administration		
Define scope - databases, applications, connectivity Define testing and acceptance criteria Evaluate data Create project plan Evaluate performance Migrate data Data validation	600	1,344
System Software Specialist II Total	1,700	2,604

Senior Programmer Analyst Tasks	Hours per Task SFY 16-17	Hours per Task SFY 17-18
Develop Detailed Design Document		
Develop application architecture, Establish security zones following an N-Tier approach	520	168
Custom Application Development		
Perform unit testing on developed items, facilitate user acceptance testing including end to end testing and regression testing between new BOCA system and interfaces with secondary systems.	800	100
Interface Inventory		
Develop Interface Inventory	100	50
Review Interface Inventory	20	50
Update and Finalize Interface Inventory	0	50
Obtain approval of Interface Inventory	0	50
Gather interfaces requirements	100	100
Design interfaces	80	150
Develop interfaces	0	150
Test interfaces	0	200
DIMC development		
Programming associated with scanning functions	0	150
Senior Programmer Analyst Total	1,620	1,218

Staff Programmer Analyst Tasks	Hours per Task SFY 16-17	Hours per Task SFY 17-18
Interface Inventory		
Develop Interface Inventory	100	40
Review Interface Inventory	100	40
Update and Finalize Interface Inventory	0	40
Obtain approval of Interface Inventory	0	40
Gather interfaces requirements	200	40
Design interfaces	0	100
Develop interfaces	0	400
Test interfaces	0	500
DIMC Development		
Programming associated with scanning functions	100	280
Staff Programmer Analyst Total	**500**	**1,480**